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313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213) 240-8101
Fax: (213) 481-0503

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October 5, 2007

TO: Each Supervisor

FROM: Bruce A. Chernof, M.D.
Director and Chief Medical Officer

SUBJECT: **STATUS OF THE IMPLEMENTATION OF THE
CONTINGENCY SERVICES PLAN AT MARTIN LUTHER
KING, JR. – HARBOR HOSPITAL**

This is to provide your Board with the weekly report on the status of the Martin Luther King, Jr. - Multi-Service Ambulatory Care Center (MLK MACC), the impact of the closure of MLK-Harbor Hospital, and the progress of the plan to reopen MLK Hospital.

MLK MACC Service Indicators

Urgent Care

The number of urgent care visits at the MLK MACC is continuing to increase. There were 488 total (adult and pediatric) urgent care visits in the week ending September 29, 2007 (Attachment I). This is a 7% increase from the prior week when 454 visits were provided.

The average wait time from arrival to discharge at the MLK urgent care center in September 2007 was 3 hours and 25 minutes for adults and 2 hours and 47 minutes for children. This compares to 4:22 (adults) and 3:04 (children) in August 2007.

There were 50 patients transferred out of the urgent care center to hospitals during the week ending September 29, 2007. Four of these transfers were initiated through a call to 9-1-1.

Outpatient Primary and Specialty Care Visits

The number of outpatient primary and specialty care visits has continued to remain level (Attachment I). The number of outpatient primary and specialty care visits for the week ending September 29, 2007, was 2,102. Although this is a 7% increase from the prior week when 1,971 visits were provided the overall trend has been level.

The Department will continue to monitor urgent, primary, and specialty care visits and will report on any trends.

Impacted Hospitals – Emergency Department Volume and 9-1-1 Transports

As reported previously, the Emergency Medical Services (EMS) Agency in collaboration with EMS field providers and surrounding hospitals, redrew the current ambulance services area to redirect 9-1-1 ambulances in an effective manner while limiting disruption to the EMS system to the greatest degree possible. Nine private hospitals were designated as “impacted” hospitals and were offered an agreement including reimbursement for uninsured 9-1-1 patients and priority for transfers into the County and MetroCare contract facilities.

The EMS Agency continues to closely monitor redirected ambulance traffic. The average daily number of patients registered in the emergency departments of the impacted hospitals and the average daily number of 9-1-1 transports has generally remained level for the last six weeks. All impacted hospitals continue to report a sustained increase in ambulance traffic, and the hospitals are generally reporting that their inpatient beds are busier than usual for this time of year.

On October 1, 2007, EMS Agency staff met with Centinela Freeman Regional Medical Center and County and City Fire Department personnel to discuss the current ambulance service area in response to reports that Centinela was experiencing a surge in emergency room visits. The EMS Agency will monitor paramedics to ensure that they are following service area rules.

On October 1, 2007, Los Angeles Metropolitan Medical Center was licensed as a basic emergency department with four treatment stations. It is anticipated that they will be approved as a 9-1-1 receiving hospital in November 2007. The EMS Agency has been in contact with the hospital regarding the radio communication system (ReddiNet) that is required for approval to be a 9-1-1 receiving hospital.

The Department and the Hospital Association of Southern California (HASC) along with the impacted hospitals are scheduled to meet with the California Medical Assistance Commission (CMAC) on October 11, 2007, to discuss the impact of the closure of MLK-Harbor Hospital and the stability of the hospital system in Los Angeles County.

Emergency Department Volume

The nine impacted private hospitals have a total of 273 emergency department treatment stations. During the week ending September 29, 2007 a daily average of 1,168 patients registered in the emergency departments of the eight hospitals that provided data (Attachment II). This reflects a 4% increase from the daily average of 1,126 patients during the prior week. Harbor-UCLA Medical Center registered a daily average of 209 emergency department patients during the week ending September 29, compared to 207 the prior week. LAC+USC Medical Center registered a daily average of 368 patients during the week ending September 29, compared to 417 the prior week. This data is self-reported by the hospitals.

DHS has determined that the data currently being collected by the impacted hospitals is not comparable to Office of Statewide Health Planning and Development (OSHPD) data. The Department had originally planned to use OSHPD data to establish a baseline for the impacted hospitals. The Department will be working with HASC to implement a new data collection process so that current data can be compared to OSHPD data from prior years.

9-1-1 Transports

During the week ending September 29, 2007, there was a daily average of 235 9-1-1 transports to the eight impacted private hospitals that provided data (Attachment II). This reflects an increase of 1% from the daily average of 233 9-1-1 transports during the prior week. Harbor-UCLA Medical Center had a daily average of 13 9-1-1 transports compared to 11 the prior week and LAC+USC Medical Center had a daily average of 48 9-1-1 transports which was the same as the prior week. This data is also self-reported by the hospitals.

On October 1, 2007, Downey Regional Medical Center experienced a patient surge and requested diversion of all ambulance traffic for approximately two hours.

Impacted Hospital Program

The EMS Agency has established the Impacted Hospital Program which enrolls patients from the impacted hospitals and accepts requests for transfers. Patients accepted into the Impacted Hospital Program are transferred to DHS hospitals or St. Vincent Medical Center. During September 2007, there were an estimated 719 patients enrolled in the Impacted Hospital Program among the six impacted hospitals that have reported data (California Medical Center, Centinela Freeman, Downey Regional, Gardena Memorial, St. Francis, and White Memorial). The number of patients enrolled includes both treated and released patients and admitted patients. The actual number of patients that the County will pay for will be less than the number of patients enrolled as some of these patients will be determined to have another payor source.

Harbor-UCLA Medical Center

As part of the MLK-Harbor Hospital Closure Implementation Plan, Harbor-UCLA Medical Center will open 20 additional beds. The first ten beds were opened on September 1, 2007, five beds are scheduled to open on October 9, 2007, and the remaining five beds will open on November 1, 2007.

The Harbor-UCLA Medical Center urgent care center is open Monday through Friday from 8:00 a.m. to 11:00 p.m. Patients are triaged when they come to the emergency room and those who are appropriate for an urgent care setting are referred to the urgent care center for a same day or next day appointment. Harbor is evaluating the cost and feasibility of expanding urgent care hours of operation and this will be reported in a future weekly report.

The adult waiting time in the Harbor-UCLA Medical Center emergency room for the period of January 1, 2007 to August 31, 2007 is a median of 10.27 hours from arrival to discharge. It was 10.49 hours in July 2007 and 11.65 hours in August 2007.

Rancho Los Amigos National Rehabilitation Center

As part of the MLK-Harbor Hospital Closure Implementation Plan, Rancho Los Amigos will open 52 additional beds. This includes 50 medical-surgical beds and two ICU beds. All 52 beds are available; 22 of them are currently staffed including the two ICU beds. The additional beds will be staffed based on demand and staff recruitment. Rancho has been able to accommodate all appropriate referrals.

Campaign to Inform the Community of Service Changes

All paid advertising is winding down in the next week including radio spots, newspaper ads and bus advertising. Some residual ads may continue to run for an interim period in some locations until they are replaced by the vendor.

Radio spots continue to air on targeted Univision and Clear Channel radio stations and bilingual fliers are still being circulated throughout the community including community-based organizations, churches, and at community events.

Employee Mitigation and Transfer

The Department will conduct a 100% payroll audit at the MLK MACC on October 15, 2007, and will report the outcome in a future weekly report.

Progress to Re-open MLK-Harbor Hospital

The Request for Solutions to re-open MLK Hospital have been finalized and was posted on the DHS website on October 5, 2007. An electronic copy was forwarded to each Board office.

A public meeting to review the process and timeline for identifying potential operators for MLK and to solicit community input is scheduled for Wednesday, October 10, 2007, at 6:00 p.m. at the Hudson Auditorium at MLK. Notices in English and Spanish have been distributed throughout the South Los Angeles community (Attached).

Conclusion

I will continue to update you on the status of the MLK contingency services plan on a weekly basis. If you have any questions or need additional information, please let me know.

BAC:cb
708:004

Attachments

c: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisors

Los Angeles County Department of Health Services
MARTIN LUTHER KING, JR. - MULTI-SERVICE AMBULATORY CARE CENTER
Urgent Care, Primary and Specialty Care Visits
Week Ending September 29, 2007¹

Visit Type	8/11/2007	8/18/2007	8/25/2007	9/1/2007	9/8/2007	9/15/2007	9/22/2007	9/29/2007	Trend Indicator ²
Urgent Care ³	296	246	355	342	343	433	454	488	↑
Primary and Specialty Care	1,867	2,050	2,036	2,017	1,535*	2,050	1,971	2,102	→

¹ Weekly statistics reflect activities beginning on Sunday 12:00 midnight and ending on Saturday 11:59 pm.

² Trend Indicator is calculated by comparing current week to average of previous four weeks (unless otherwise adjusted); Up arrow indicates an increase of 5% or greater, down arrow indicates a decrease of 5% or greater.

³ Urgent care visits include pediatric and adult urgent care visits.

* Number of visits is lower due to holiday on 9/3/07. This number is not included in the calculation of the trend indicator.

**Los Angeles County Department of Health Services
SELF-REPORTED POLL OF HOSPITALS IMPACTED BY CLOSURE OF MLK-HARBOR HOSPITAL**

Hospital	Average Daily Emergency Department (ED) Volume						Trend Indicator [†]
	Week of 8/19/07- 8/25/07	Week of 8/26/07- 9/1/07	Week of 9/2/07- 9/8/07	Week of 9/9/07- 9/15/07	Week of 9/16/07- 9/22/07	Week of 9/23/07- 9/29/07	
California Hospital Medical Center: 26 Emergency Department Treatment Stations							
# of Patients Registered in the Emergency Department	172	172	177	163	168	168	→
# of 9-1-1 Transports	57	55	61	54	55	53	↓
Centinela Freeman Regional Medical Center: 36 Emergency Department Treatment Stations							
# of Patients Registered in the Emergency Department	168	166	169	169	161	172	→
# of 9-1-1 Transports	54	55	59	57	55	60	↑
Downey Regional Medical Center: 22 Emergency Department Treatment Stations							
# of Patients Registered in the Emergency Department	140	138	136	134	122	135	→
# of 9-1-1 Transports	26	27	21	24	22	24	→
Kaiser Foundation - Bellflower: 45 Emergency Department Treatment Stations							
# of Patients Registered in the Emergency Department	228	233	249	209	234	231	→
# of 9-1-1 Transports	26	25	27	32	28	23	↓
Lakewood Regional Medical Center: 14 Emergency Department Treatment Stations							
# of Patients Registered in the Emergency Department	94	94	97	95	88	95	→
# of 9-1-1 Transports	15	16	18	13	13	14	↓
Long Beach Memorial Medical Center: 53 Emergency Department Treatment Stations							
# of Patients Registered in the Emergency Department	*	*	*	*	*	*	*
# of 9-1-1 Transports	*	*	*	*	*	*	*
Memorial Hospital of Gardena: 10 Emergency Department Treatment Stations							
# of Patients Registered in the Emergency Department	83	75	85	82	81	84	→
# of 9-1-1 Transports	15	16	16	15	13	16	↑
St. Francis Medical Center: 39 Emergency Department Treatment Stations							
# of Patients Registered in the Emergency Department	179	170	191	174	163	171	→
# of 9-1-1 Transports	35	33	39	34	34	28	↓
White Memorial Medical Center: 28 Emergency Department Treatment Stations							
# of Patients Registered in the Emergency Department	114	114	120	114	109	112	→
# of 9-1-1 Transports	12	14	18	18	13	17	↑
TOTAL**							
# of Patients Registered in the Emergency Department	1,178	1,162	1,224	1,140	1,126	1,168	→
# of 9-1-1 Transports	240	241	259	247	233	235	→
Harbor/UCLA Medical Center: 55 Emergency Department Treatment Stations							
# of Patients Registered in the Emergency Department	213	207	210	218	207	209	→
# of 9-1-1 Transports	9	11	13	11	11	13	↑
LAC+USC Medical Center: 72 Emergency Department Treatment Stations							
# of Patients Registered in the Emergency Department	432	419	405	420	417	368	↓
# of 9-1-1 Transports	46	45	54	50	48	48	→

* Not reported/available

These numbers have been updated based on revised information.

[†]Trend indicator is calculated by comparing current week to average of previous four weeks (unless otherwise adjusted): Up arrow indicates an increase of 5% or greater, down arrow indicates a decrease of 5% or greater. Trend indicator is reported for 8 hospitals where data is available.

**Due to hospitals not reporting data, the trend indicator for "Total" is calculated using 8 hospitals and excludes Long Beach Memorial Medical Center.



**THE LOS ANGELES COUNTY DEPARTMENT OF
HEALTH SERVICES IS HOSTING A PUBLIC
MEETING TO DISCUSS PLANS FOR
THE FUTURE REOPENING OF
MARTIN LUTHER KING JR. HOSPITAL**

WEDNESDAY, OCTOBER 10, 2007

**Claude Hudson Auditorium
at Martin Luther King Jr.
Multi-service Ambulatory Care Center
12021 S. Wilmington Ave., Los Angeles**

6:00 p.m. — 8:00 p.m.

6:00 p.m. — Registration

**6:15 p.m. — Presentation
John Cochran, Chief Deputy Director, DHS
Gary Frazier, Hammes Group**

7:00 p.m. — Questions and Answers



**EL DEPARTAMENTO DE SERVICIOS MÉDICOS DEL
CONDADO DE LOS ÁNGELES OFRECERÁ UNA
ASAMBLEA PÚBLICA PARA DISCUTIR
LOS PLANES DE LA REAPERTURA
FUTURA DEL HOSPITAL
MARTIN LUTHER KING, JR.**

MIÉRCOLES, 10 de OCTUBRE del 2007

**En el Centro de Cuidado de Servicios Múltiples
Ambulatorios de Martin Luther King, Jr.
Auditorio Claude Hudson
12021 S. Wilmington Ave., Los Angeles**

6:00 p.m. — 8:00 p.m.

Registración — 6:00 p.m.

Presentación — 6:15 p.m.

**John Cochran, Director Diputado,
Departamento de Servicios Médicos
Gary Frazier, Hammes Group**

Preguntas y Respuestas—7:00 p.m.